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MEMORANDUM FOR: Executive Director

FROM:

Robert W. Magee

Director of Personnel

SUBJECT:

Excellence and the CT's

Jim:

- 1. You will be addressing the CT's on 14 August. I am told you would like some thoughts. Following hopefully helpful.
- 2. The CT's have been exposed to some of our specific achievements

 They should, therefore,
 have some sense of what Excellence is. What causes it?

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- 3. Credo. Peters and Waterman stress the importance of an organization's culture. One of management's jobs is to identify and articulate—with the employees—values which all share, to establish a sense of mission. That is what the DCI was seeking in the credo creation. I think you could introduce the credo to the CT's and explain to them what it means. That's important.
- 4. Excellence in Selectivity. We are careful, thorough (and slow) in picking CT's. They know what they went through in processing. The process works and produced many of the current crop of Agency leaders: DDI, DDO, DDO/DIV Chiefs, D/COMMO, D/PERS, D/LOGS are a few.
- 5. <u>Individual Responsibility</u>: Agency succeeds because of individual initiative. The CT's must live up to their potential—which we know they have—and resist submerging in the bureaucracy. They must dare to take risks; be innovative. They must dare to fail. If they never fail, they didn't try hard enough.
- 6. <u>Decentralization</u>. While we may look monolithic, we are not. Multiple career services, DCI determination to push authorities down. Attachment A is a summary of steps taken thus far.
- 7. Objectivity: We are not bi-partisan but a-partisan. Part of Excellence is maintaining our objectivity in face of political winds. I'm sure you've heard Gates or other DDI's talk on this subject. It's a good theme worth stressing with CT's.

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- 8. Bias for Action: Just like it says in In Search of Excellence, the Agency has a bias for action. It was reflected in all the papers and in response to the DCI's call last January. Some frustration with bureaucracy is inevitable but CT's should be urged to develop the same bias for action—persevere, get the job done, figure out how to solve the problem and get on with it. Their predecessors succeeded and produced the earlier examples of Excellence.
- 9. The Family of CIA: In return for employee commitment, the Agency fulfills its obligation:
 - a. Support for employees with problems:
- (1) The Medical Staff programs, e.g., annual physicals for all employees, Employee Assistance Program, Weight room, etc.
- (2) Public Service Aid Society \$61,943.90 given out last year.
 - (3) Educational Aid Fund \$75,000 a year.
- (4) Personal Affairs Branch help to staff, e.g., see Attachment B for one story.

b. Recognition of Excellence

- (1). In 1983 the Agency paid out about 1.5 million dollars in bonus stipends and awards.
 - (2) In 1983 the Agency awarded:

Eight Intelligence Stars

11 DIM's

91 CIM's

29 IMM's

66 ICM's

10. <u>Conclusion</u>: CT's can aspire to any position. I like to conclude sometimes by describing McMahon's career as an example of how Agency can develop its own.

Robert W. Magee

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Attachments

31 May 1984

MEMORANDUM FOR:	Deputy Director for Administration	25 V 4
FROM:	Unairman, DAAC	25X1
SUBJECT:	Reducing Bureaucracy	
REFERENCE:	Memorandum dated 2 March 1984 to DDA, same subject	
l. Followi paragraph 3 of R	ing actions were taken relative to the items identified in Reference.	; ;
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Item d.	Electronic Funds Transfer - Employees were surveyed as	
	ellence" program with the following results.	•
	Of the survey forms distributed 1 March to	25 X 1
those employees v	who receive salary checks at their desks were comple	ted 2
and returned. Of	f these, all but indicate that the employees have checki	
respondents, 17%	s in bona fide financial institutions. Of the 1,650 indicated no problems foreseen with the EFT process; 47%	·
(respondents)) felt strongly enough against any change from office	25X1
delivery to speci	ifically mention foreseen problems. Of these, 42% (2
the personal conv	ted their desire to stick with desk delivery because of veniences desk delivery affords or simply because of person	al .
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preference. Nearly 58% respondents) were fearful of computer problems disrupting EFT payments. The only true solution seems to be Agency mandate such as is the case in GSA and the Department of the Air Force. We would not recommend at this time.	
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Item g. All the DDA Deputy Office Directors are currently reviewing l routine reporting prepared within their respective offices with an tempt to reduce or eliminate unnecessary reporting. This will be an going reportable item.	
Item h. The reimbursement inconsistencies relative to travel to were resolved among the DDA Deputy Directors concerned.	25
Item i. All unnecessary coordinations on promotion actions have	
Item j. Local purchasing authority has been delegated to operating ponents per the revised instructions in	•
2. In addition, the following are forwarded for your review and/or roval:	
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rovides this	Recommend monthly promodiscontinued. A quare promotion information	terly report (Personant and will be continued and will be continue	onnel Report 204B) nued.
e. eveloped betw equired dures.	were neen OS, OC and OP to s	reviewed and new pr significantly reduc	rocedures were ce the paperwork processing pro-
	ecommend that memorand ly to the Office of Fi	nance without goir	dition to Compensation" ng via the SSA/DDA.

d. DD/OSP will prepare a study on the amount of routine computer reports generated by ODP for each DDA office. This has been a growth industry that needs to be reviewed.

 $\sqrt{\text{e.}}$ OP will review the requirement for the Uniform Selection Report.

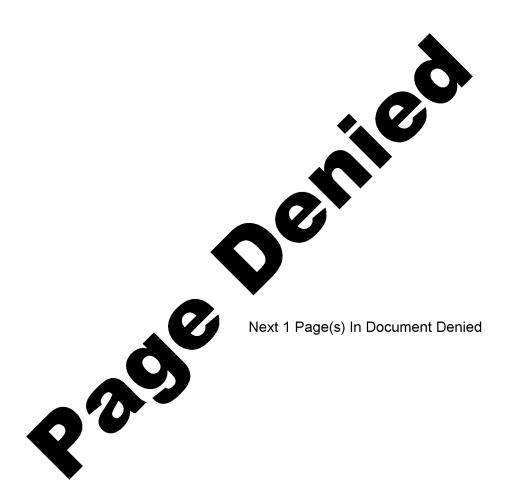
- 4. The following actions were taken within OC to reduce bureaucracy.
- a. OC completed a total review of all its policy and procedure orders. This review was to eliminate outdated and unnecessary procedures and practices. The OC Orders were eliminated to be replaced by Agency regulations and notices.

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them out and prepare recommendations	ntinue to meet on ad-hoc issues, staff s to the Committee as a whole. The DAAC pending and new items and to report to	١.
Attachments		
Distribution:		

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TO/QQ

1 - Each DAAC Member

la/31 May 1984

1 - DD/OP Chrono

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2 March 1984

MEMORANDUM F	OR:	Deputy	Dir	ector	for	Administration
FROM:						
		Chairma	an,	DAAC		•

SUBJECT:

Reducing Bureaucracy

- 1. Following several meetings during which we as a group pursued excellence and wrote a brief paper on same, we finally focused our attention on attacking the bureaucracy issue.
- 2. We held our last meeting on 29 February 1984 where the Committee identified a number of issues to pursue over the next two weeks.
- 3. To simplify meetings and to reduce the bureaucratic noise resulting from a committee of nine, it was decided to split into two subcommittees comprised as follows:

Committee A	Committee B
DD/Personnel (Chairman) DD/Security DD/Logistics DD/Communications	DD/Finance (Chairman) DD/ODP DD/OMS DD/OTE DD/OIS

The initial list of topics for a quick start are as follows:

- a. Reducing administrative processing relative to the employee award system—also lower approval authorities when sum is less than \$1,000.
- b. Examine requirements for signing T&A cards—why can't a routine 80 hours card, no leave, overtime, etc., be submitted unsigned? Also to review the level of certifying signatures required on all T&A transactions.
 - c. Feasibility of decentralizing FTE to the office level.
- d. Feasibility of requiring electronic funds transfer for all new employees. Also work toward reducing the employees who still get checks at work.

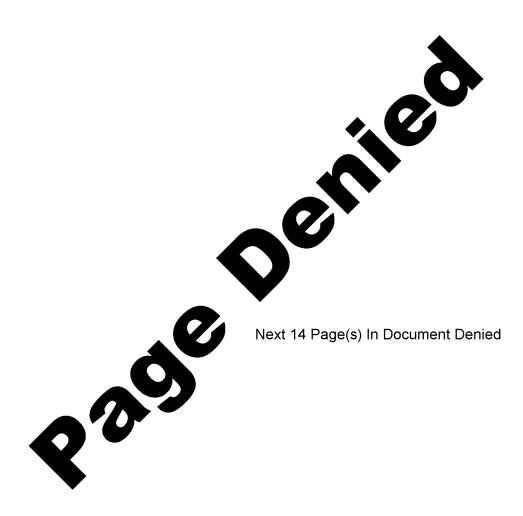
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ADMINISTRATIVE INTERNAL USE ONLY

- e. Examining reprogramming levels with the DDA to be at the same level as those just established by the Comptroller.
- f. Review authorities to Office Directors with aim of returning many centralized authorities to the Office Director, i.e., LWOP, advanced sick leave, annuitant contracts.
- g. Review all office correspondence to eliminate reducing our routine office, Directorate and Agency reporting requirements.
- h. Review inconsistencies within the Directorate relative to local travel reimbursement policies, i.e., travel to
- i. Review mechanical paper procedures in the promotion action to eliminate unnecessary coordinations.
- j. Decentralize local purchasing authority to allow individual components to improve response time and efficiency when answering field requirements.
- 4. For your information, Subcommittee A will review items a, c, i and j while Subcommittee B will review items b, d, e, and h. Items f and g will be reviewed by both Committees relative to their respective offices.
- 5. In addition, the following items were also addressed but action on these items is currently underway as noted.
- -- Promotion to 15 returned to the sub groups--regulation being amended.
- -- Waiver of eight hour overtime donation--paper has been forwarded to DDCI.
 - -- QSI approving authority to the office level--OP is staffing out.
- 6. Our Subcommittee Chairmen will meet in two weeks to assess Committee findings, receive new tasking and submit recommendations to you.
- 7. Believe there may be some merit in advertising this Committee's existence to a wider Agency audience. I would suggest we initially approach all Directorate management levels to advise them of our mission and to solicit any "pet peeves" at that time.
- 8. We have also received a number of suggestions from outside the DDA only to discover upon investigation they had already been implemented.

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May 29, 1984

DIRECTOR OF PERSONNEL NOTES

An Example of Excellence

A major responsibility of the Office of Personnel is to ensure that current and former Agency employees receive all benefits due them as efficiently and expeditiously as possible. One of our personnel careerists recently took what I consider to be an exemplary approach in serving the needs of those who deserve our fullest support, and I cite it with pleasure and gratification.

A former NOC officer suffered a loss of hearing during his employment and submitted a claim for benefits under the provisions of Labor Compensation laws before his separation. Such claims are difficult to establish and have approved. They require great attention to detail and extensive coordination of data among the claimant, the doctors, the Agency and the Department of Labor, and these coordinations must be carefully monitored to assure timely action.

It would have been easy to give this case low priority. Fortunately, the responsible claims officer pursued it with vigor. She not only handled the claim with professional competence but also became the former employee's point of contact in the Agency on many matters associated with his separation. All of this was done with such warmth and empathy that she received notes of thanks not only from the former employee but also from his wife and daughter. And the claimant was awarded several thousands of dollars!

There is little I can add to the words of the former employee in expressing his appreciation:

"This old soldier of democracy will never forget the close support received from you and the many courtesies extended by the staff."

I realize that this is but one example of excellence among our Personnel careerists, and I intend to share others with you as they come to my attention. I ask that you relay such incidents to me promptly.

Robert W. Magee

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